

**To: The Select Board**  
**From: Stephanie O’Keeffe**  
**RE: Draft Town Manager Goals and Expectations**  
**1/9/09**

The attached document has two components: draft goals, and a list of ideas and suggestions.

The goals are intended to be areas the Select Board agrees need to be prioritized and addressed. These would become the Town Manager’s charge and would be the basis on which we evaluate him next year.

The ideas and suggestions are simply that: ideas and suggestions. These are ideas each of us individually wants to share with Larry, in case they are useful or inspirational to him. They are not directives to him, and there is no sense that the Select Board as a body supports any of them; they are just ideas.

The goals and the ideas were collected from several sources:

- The Town Manager evaluation documents
- The budget idea lists generated for the November 12th budget discussion;
- The goals and expectation lists generated for the December 15th Town Manager goals discussion
- Notes from the December 15th goals discussion

In culling through those, I sought points of broad agreement for the goals. The idea list is a way of preserving the other concepts that were generated, but not necessarily widely endorsed, through this process. Our 12/15 discussion about how much specificity and agreement goals should have, and how some concepts might be helpful just as ideas, is why I have included both here.

Some things to think about for the Monday discussion:

- Do we agree on the goals? Are they appropriate? Are they realistic, given that it is already the middle of January? Will we be able to measure progress in these areas?
- Do we want to append the idea list to the goals, or should that be a separate document, more of an “FYI?” Is it too confusing to provide a document with concepts we don’t necessarily jointly endorse? Might we reduce the list to ideas we do jointly endorse, and would that have value?

Thanks for your attention to this.

## **Draft Town Manager Goals and Expectations**

**SO'K 1/12/09**

1. Continue performing at the same high level in the areas where you received glowing reviews: seeking efficiencies in Town structure and service delivery; pursuing new revenue; forging stronger relationships with UMass and the Colleges; engaging community groups.
2. Assess and address staff management, morale and communication issues; inform us of your determination and plans.
3. Assess and address the Town's Human Resources needs; inform us of your determination and plans.
4. Work more closely with the Select Board: help us to become more informed; respond to and initiate improved communication efforts; allow us more opportunity to give you feedback on policy/practice initiatives and changes before implementation; involve us in the determination of collective bargaining strategies.
5. Create an economic development plan: tell us your strategies and goals (target areas, plans for pursuit) get Select Board input, adjust accordingly, and make this a real reference and guidance document that informs how we move forward.
6. Encourage staff at all levels to provide feedback and suggestions for improving the efficiency of providing services and utilizing resources, within and across departments; create procedures for collecting and considering the suggestions.
7. Find ways to collect "customer satisfaction" feedback from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.
8. Assess the opportunities for creating a centralized system for targeted recruitment, training and retention of volunteers to address needs across Town departments.

## Management Ideas and Suggestions

1. Increase your ability to take in new information, feedback and supervision
2. Push staff to provide updated web presence in all areas.
3. Give extra attention to ensuring balance between responsiveness and priorities. Requests from Select Board members, residents and others must be queued appropriately to respect departmental work and resources. For Select Board requests, we depend on you to advise us about what is appropriate and necessary – and what isn't – rather than simply telling us "Yes."
4. Change expectations among staff and public regarding immediate response: requires educating the public about how long it takes to provide the information they are looking for, and that sometimes it makes sense to drop everything to help someone who wanders in, other times it would make more sense for us to encourage people to call first for that service next time. "Require" staff to come up with some way their area can do this, and to provide their own thoughtful training to themselves, and support them in providing constant reinforcement via signs at counters, ACTV Bulletin Board slides, the Town Manager's blog, press releases, anticipating that it's an investment that could pay off in fewer interruptions and fewer "I'm just curious" requests.
5. To help find out how well a department is working or how it could be improved, have staff evaluate their department heads.
6. Ensure that useful training and professional development is provided, despite fiscal challenges.
7. Return Committees/Boards to their respective foci on regulatory matters vs. only advising Town Meeting, Town Manager, or Select Board. Work with Select Board to review all advisory committees/boards for possible restructuring, revised charge, or dissolution. Committees/Boards that do not have regulatory power do not require staff presence at every meeting; better planning & communication can replace staffing so many volunteer committees.
8. Consider possible advantages of closing to the public for the rest of the day Thursdays, instead of just the morning.
9. Work to preserve types of services but to recommend cuts to amount of services so that we won't permanently lose what the town values.
10. Apply for all grants that will fill needs for the town. One possible grant could be to build/expand the survival center. In Nevada, they got \$8 million to build a similar facility from a Nevada foundation. Perhaps this foundation, the Donald W.

Reynolds Foundation, would fund a similar building in MA or perhaps we can find a similar group in MA. Some corporations give smaller grants, i.e. Wal-Mart.

11. Some calculations indicate that it is costing the town one full salaried officer/year to respond to faulty burglar alarms. Revisit that issue and raise the penalties, to closer approximate the cost to taxpayers of those calls that affect very few but cost everyone.
12. Explore the feasibility of adding additional Police Officers with the express purpose of increasing speed enforcement. Ticket revenues would offset or pay for the cost of new officers. The benefits would be: traffic calming through speed reduction – a widely-expressed public desire for increasing neighborhood, pedestrian and bicycle safety; and having additional officers available for other duties during non-prime enforcement time.
13. Have in-depth conversations about a joint Town/UMass police force. Would that save money? Could it increase the force on the street? If not, what kind of relationship between the two could result in increased efficiency and reduced costs?
14. Explore the feasibility of a single Public Safety Chief to replace the retiring Police and Fire Chiefs.
15. Consider and explain the relationship between salaried police and firefighters, and overtime. That is, would the addition of a salaried officer or firefighter reduce overtime by the same amount, by more, or by less? Is it true that hiring an additional officer would not reduce overtime significantly? Same questions regarding overtime and DPW personnel.
16. Fill all the potholes before mowing the grass
17. Since water is a key firefighting component, can Water Fund monies help to support Fire operations? Are there additional options for creating and utilizing Enterprise Funds?
18. Have two Select Board members, working with Larry, gather a group of citizens – University, college, business and residents develop a funding plan to replace the Human Service Agency money. It might be a transition plan, so that we can apply for CDBG funds in a year; or it might be permanent, if CDBG is not possible.
19. Charge a task force to work with our legislators & our professional municipal organizations (e.g., MMA) to focus on effective lobbying.
20. Learn how other MA (and non-MA) municipalities convince their state-supported colleges & universities trustees to make significant ongoing PILOT.

21. Figure out if we can help get the Jeff back on track sooner and get the meals tax from UMass (it seems like unfair competition otherwise with UMass sucking the life blood from nearby establishments with their subsidized rates.)
22. Explore requesting that UMass and Amherst College take responsibility for patching, painting and plowing roads around their campuses, or that they divide the downtown area between them, to decrease the total amount of roads for which DPW has primary care.
23. Research alternative practices for recreational/leisure activities, including: operating municipal outdoor swimming pools -- e.g., have any other MA municipalities turned over their pool to a private organization, & how did that work out? How do other communities our size in other states fund their municipal outdoor pools?
24. Explore how many MA municipalities provide organization & supervision of adult sports leagues, & what alternative models exist in MA.
25. Dedicate a portion of an FTE to providing one-stop-shopping for both employees and public for booking all school, municipal, & library facilities; it seems most logical this FTE portion would report to shared Schools/Town Facilities Director, so that facilities usage is all tied together.
26. Create a list of Town-owned buildings. Conduct an analysis of the costs of running each of them.